

# HUMAN RESOURCES POLICIES FOR STRATEGIC CSR.

## THE EXPERIENCE OF REE (RED ELÉCTRICA DE ESPAÑA)

Ángel Mahou<sup>1</sup>, Ana Moreno<sup>2</sup>, Carlos Mataix<sup>2</sup>

### Abstract

*Corporate Social Responsibility (CSR) strategies have a strong link with human resources policies. Not only because employees are one of the main stakeholders and because leaders' style is directly related to the deployment of the strategy, but also, and with a growing importance, because a company culture aligned with CSR values could be a key competitive factor. The relationships among CSR values, employees' commitment and productivity is one of the research lines of the GIOS (Grupo de Investigación de Organizaciones Sostenibles, Sustainable Organizations Research Group).*

*Employees' commitment management is one of the main challenges managers face, particularly in companies with a high proportion of knowledge workers. Many pieces of research indicate the direct relationship between employees' commitment and company success. In this paper the results of a case study in REE (Red Eléctrica de España) identify some key variables to demonstrate that relationship. Based on commitment construct with the duality of emotional and rational commitment, and on the REE employee satisfaction survey, a direct relationship with organizational citizenship behaviour (OCB) variables appears. These OCB variables are an intermediate step with CSR values.*

*From the results analysis of this survey a direct linear relationship can be seen between commitment and organizational citizenship behaviours. The relationships among emotional and rational commitment and OCB are examined separately with the conclusion being reached that there is a strong correlation in both cases. Moreover, the correlation between emotional commitment and OCB is somewhat stronger than that existing between rational commitment and OCB. It can also be seen how emotional commitment increases more strongly than rational commitment as organizational citizenship behaviours are gradually incorporated.*

**Keywords:** Human Resources, CSR, commitment, organizational citizenship behaviour.

### CONCEPTUAL FRAMEWORK

In general terms, organizational commitment brings together different issues related to the emotional attachment to the organization, with the worker-perceived costs associated with leaving the organization and with the obligation to remain in the organization. Therefore, three perspectives arise regarding commitment:

- Emotional, affective or attitudinal commitment: emotional involvement with the organization one works in, which Mowday, Steers and Porter (1979) define as follows: "it is the strength of an individual's identification with a specific organization and their participation in such". Conceptually,

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<sup>1</sup> HR Development Manager at Red Eléctrica de España  
E-mail: [mahou@ree.es](mailto:mahou@ree.es)

<sup>2</sup> Professor in the Department of Organization, Business Administration and Statistics  
School of Industrial Engineering ([www.etsii.upm.es](http://www.etsii.upm.es))  
Madrid Polytechnic University (UPM – [www.upm.es](http://www.upm.es)).  
C/ José Gutiérrez Abascal, 2. 28006. Madrid. Spain.  
E-mail: [ana.moreno.romero@upm.es](mailto:ana.moreno.romero@upm.es)

it may be characterized by at least three factors: a strong conviction and acceptance of the goals and values of the organization and a strong desire to remain a member of the organization.

- A rational commitment or one of continuity, involvement in the organization in which one works because it satisfies one's own interests to a large enough extent (because it is in one's interest). This commitment of continuity refers to the fact that the individual is aware that there are costs associated with leaving the organization in which they work (Meyer y Allen, 1997).
- Normative commitment: a feeling of duty had by the individual to remain within the organization because it is thought to be the right thing to do, it is what they should do. This feeling of individual loyalty to the organization may be due to pressures of a cultural or family nature (Morrow 1993).

In this study, we will only examine the first two types of commitment since they are considered to be the most significant in the case under analysis. Rational commitment has been traditionally more assessed, although it is emotional commitment that leads to better performance. Numerous studies correlate job performance and emotional commitment. Among them, it is worth mentioning the work done by Corporate Leadership Council in 2004, based on a survey completed by over 50.000 employees in 59 companies in 27 countries and 10 production sectors. One conclusion, among other things, is that highly committed employees are 20% more productive, with an intention of leaving the company that is 87% lower.

Katz (1964) identified three types of behaviours that are essential to the effective running of organizations:

- To attract and keep human resources in the system
- To motivate employees to do their work properly
- To stimulate an employee's goodwill so they will spontaneously carry out innovative actions that go beyond the formal requirements of their position.

These latter behaviours were described by Smith, Organ and Near (1983) as "Organizational Citizenship Behaviors". They are discretionary behaviours of the employees, not explicitly or directly acknowledged by the organization's formal rewards system, but which stimulate it to function effectively (Organ, 1988).

Organizational citizenship behaviours have been typified by various authors. For simplicity, we will cite the following (LePine, Erez & Jonson, 2002): OCB must be intentional (deliberately carried out); voluntary (not formally rewarded); selfless (and aimed at benefiting somebody or something); and positively perceived (both by the actor and the observer).

OCB is a multidimensional construct and refers to both intra-role and extra-role behaviours (Coyle-Shapiro, 2004). The variables identified by Graham (1991) will be used in this study:

- Obedience (to the organization's rules and procedures).
- Loyalty (subordination of personal interests to the benefit of the organization ).
- Participation or civil virtue, which may be (Van Dyne, Graham and Dienesch, 1994):
  - Functional participation (workers' contributions that exceed the standard set by the post).
  - Social participation (active participation in the non-compulsory events and acts of the organization).
  - Supportive participation (non-compulsory acts of support or help for other colleagues) (Koys 2001).

## **AIMS OF THE RESEARCH**

The conceptual model which is part of this research (Figure 1) is aimed at characterising the performance enhancement factors of organizations by using employee commitment management. Employee commitment management must maintain balanced levels of rational and emotional commitment, although it is the emotional commitment that strongly correlates with organizational performance enhancement, as may be seen from the *2004 Employee Engagement Survey* undertaken by Corporate Leadership Council.

Developing an organizational citizenship behaviour (OCB) model enables a working environment to be created that will help achieve and maintain high levels of emotional commitment. Responsible human resources management in the organization is one of the cornerstones that leads to civil working environments and provides incentive for employees to become emotionally committed to the business project in which they are involved.

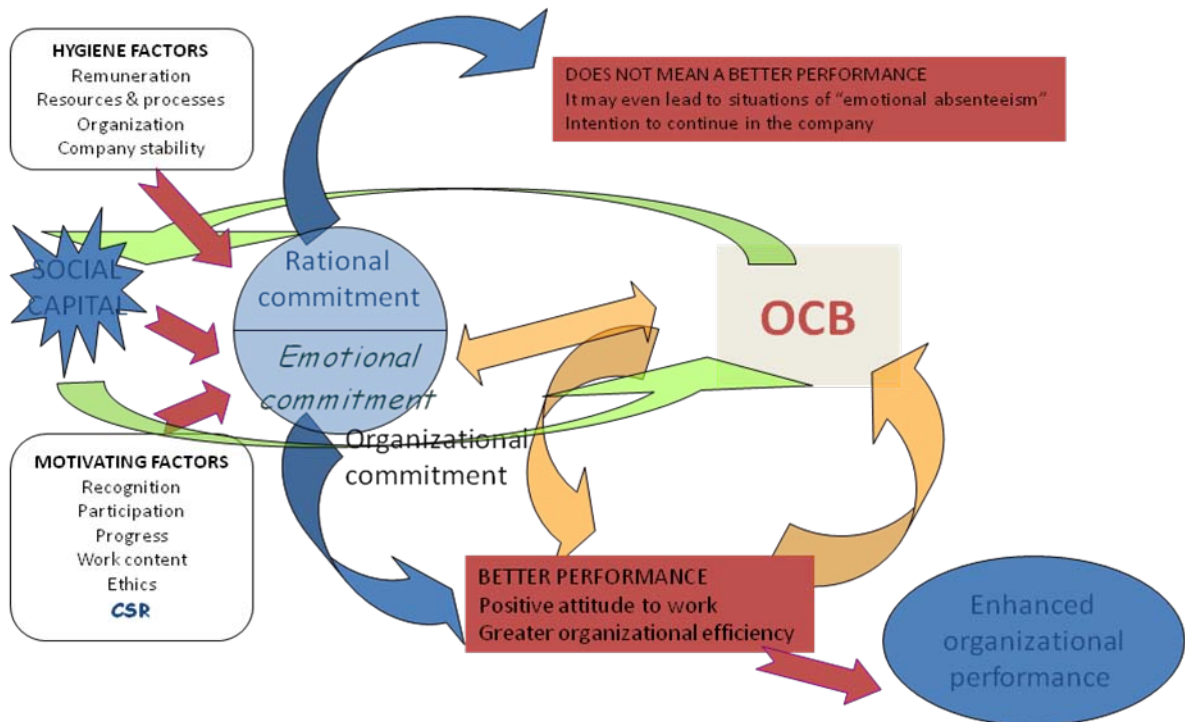


Figure 1. Conceptual model

This research analyzes the hypothesis that professionals with high levels of emotional commitment in their working environment also tend to have behaviours that are aligned with those defined as organizational citizenship. For this reason, this study analyzes the mutual relationship between the traits defining emotional commitment and those that determine civil behaviour.

From a conceptual point of view, clear two-way relationships are identified in the characterisation of organizational citizenship behaviours, as Figure 2 illustrates.

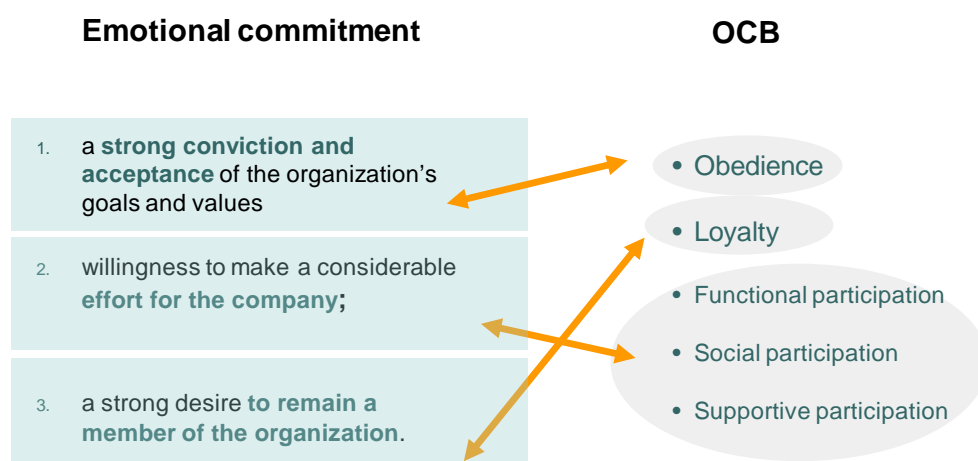


Figure 2. Relationships between emotional commitment and OCB

With this part of the research it is hoped to obtain information to confirm that the measurement of OCB variables is relevant in the work climate survey, for evaluating to what extent these constructs are gathered and in order to identify new questions to be included.

## METHODOLOGY: PERCEPTIONS ANALYSIS BY MEANS OF THE SOCIAL CLIMATE SURVEY USED

The commitment analysis used is based on the social climate survey of Red Eléctrica de España, S.A., that was conducted in 2006. This survey contains questions aimed at evaluating employees' rational and emotional commitment. Within this commitment model, four kinds of commitment can be distinguished:

1. Commitment to the work done by each person.
2. Commitment to the team at the core of which the work is done.
3. Commitment to the boss.
4. Commitment to the organisation in which one works.

The survey comprises 60 questions and is directed towards identifying the level of emotional and rational commitment.

The questionnaire is made up of 58 questions aimed at obtaining information on the following relationships:

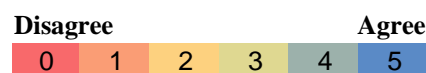
- Person-work (questions 1 to 19 of the questionnaire)
- Person-Team (questions 20 to 29 of the questionnaire)
- Person-Boss (questions 30 to 42 of the questionnaire)
- Person-Organization (questions 43 to 58 of the questionnaire)

It also includes 2 questions (0 and 59) of a general nature that let a control be made of how the rest of the questions align with the aims of the questionnaire. This questionnaire contains twelve questions (numbers 1, 3, 6, 18, 20, 26, 35, 36, 37, 38, 50 and 51) which correspond to those in the "Gallup Social Climate Questionnaire", used in work environments.

The basic data of the survey undertaken are:

- Scope: the 1274 employees of Red Eléctrica who were on the payroll at the start of work in October 2006.
- Segmentation: the population under study was segmented according to the following criteria: functional groups, organizational units, seniority in the company, sex, kinds of work timetables and the location of the work centres.
- Method of completion: anonymously, by filling in a paper form.
- Global participation: a total of 848 questionnaires were returned, of which 841 questionnaires were processed, all of which were considered valid. This figure represents 66 % of the total population (1274).

Responses to the survey questions were graded from 0 (in total disagreement) to 5 (in total agreement), as figure 3 below shows.



*Figure 3. Scoring the survey responses.*

Taking the questions used for this commitment analysis, a set of questions was identified that correlate with the 5 OCB factors identified by Graham (1991): obedience, loyalty, and functional, social and supportive participation.

In order to carry out the analysis of this study, the questions were classified as being of primary or secondary relationship or no relationship with commitment or organizational citizenship behaviour indicators. A question can only have a primary relationship or be related to an OCB factor or a commitment factor (a primary relationship is given 3 times more weighting than a secondary relationship).

Included in Figure 4 below is the full questionnaire given, with the questions classified according to the previously defined factors.

## VARIABLES OF SATISFACTION AND MOTIVATION

	OCB				COMMITMENT							
	Obedience	Loyalty	Functional participation	Social participation	Supportive participation	Emotional commitment to work	Rational commitment to work	Emotional commitment to the team	Rational commitment to the team	Emotional commitment to the boss	Rational commitment to the boss	Emotional commitment to the organization
0 I feel satisfied to work for Red Eléctrica												P
1 I know the duties, responsibilities and competencies of my job	S						P					
2 I understand the impact of my job on Red Eléctrica							P					
3 I have the resources and systems required to do my work							P					
4 The company has well-maintained and proper facilities for me to do my work							S					
5 I have sufficient training to be able to carry out the duties assigned to me in my job							P					
6 Everyday I have the opportunity to do what I do best							P					
7 External factors often slow my work down							P					
8 I am free to organize my work and plan my time to do it							P					
9 I am able take on more responsible duties as a result of my performance and potential			S				P					
10 The company facilitates changing my post when there is a vacancy that fits my profile							P					
11 On specific occasions I have an opportunity to take part in relevant projects or ones with an external focus							P					
12 The company provides all the necessary resources and training for me to do my job securely and with physical safety							P					
13 I am satisfied with the work I do	S					P						
14 I often volunteer to do new tasks			P			S						
15 I try to improve my job with innovation and creativity	P					S						
16 Everyday I strive to do my job better	P					S						
17 I make an extra effort when the work requires it			P			S						
18 During this last year I have had the opportunity to learn and develop in my job						P						
19 I believe my job is of use to the company	S					P						
20 The team is committed to doing quality work				P				S				
21 In my team, work is well-planned and organized								P				
22 In my team, work is logically distributed thereby helping the team to be more efficient								P				
23 My colleagues help me with my work when I need it					P			S				
24 I know what work the rest of my colleagues are doing in the organizational unit					S			P				
25 I am satisfied to be part of my organizational unit							P					
26 I have a close enough relationship with my colleagues for me to be able to talk about my problems and concerns, both personal and professional				S			P					
27 I feel integrated within my work team				S			P					
28 The way to develop professionally is to continue in my organizational unit					S		P					
29 Working as part of my team helps me to do the work ever better				P			S					
30 My boss tells me what he expects of me and in which projects and activities I am to take part in the year										P		
31 My boss informs me of the ethics and values to be applied in my post										P		
32 My boss helps me with my professional development										P		
33 I am satisfied with how my boss performs his/her duties										P		
34 The best way for me to develop professionally is to continue with my present boss										P		
35 My supervisor shows an interest in me as a person										P		
36 I usually receive some kind of acknowledgement for a job well done										P		
37 In the last 6 months I have spoken to my supervisor about my progress								S				
38 At work, my opinions count				P				S				
39 I freely express my opinions and ideas to my superiors	S								P			
40 I receive sufficient information about my performance										P		
41 My boss makes every effort to ensure that my work is of ever higher quality										P		
42 My boss encourages me to take part in the work groups and projects of other departments										P		
43 The best way for me to develop professionally is to continue in Red Eléctrica	S											P
44 I consider the social benefits provided by the company to be better than average												P
45 Working in Red Eléctrica lets me keep a good balance between my personal life and work												P
46 I know my company's mission and strategies												P
47 I share the corporate values of my company		P										S
48 Red Eléctrica's internal communications give me the information I need to feel integrated in the company											P	
49 I feel integrated in Red Eléctrica				S							P	
50 In my work there are people who stimulate my personal and professional development				S							P	
51 The company's mission and strategies make me feel my job is important											P	
52 I think that Red Eléctrica is managed to ensure its continuity in the medium term												P
53 My company strives to play a predominant role in the sector												S
54 My company strives to have good relations with customers, suppliers and all interest groups												S
55 The social activities organized by the company help me become integrated in it				S							P	
56 The management team is exemplary and consistent with all the corporate values											P	
57 I want to continue working in Red Eléctrica in the medium term												P
58 I share the challenges that Red Eléctrica is trying to meet		S									P	
59 I feel proud to be part of Red Eléctrica		P										S

Table 1. 2006 Social Climate Survey Questionnaire of Red Eléctrica de España, S.A. and the identification of the assignation of each question to the corresponding factor.

Figure 5 below summarises the number of questions that are related to one of the factors, both OCB and commitment factors.

## VARIABLES OF SATISFACTION AND MOTIVATION

Primary relationships (x3)

Secondary relationships (x1)

Total

OCB					COMMITMENT									
Obedience	Loyalty	Functional participation	Social participation	Supportive participation	Emotional commitment to work	Rational commitment to work	Emotional commitment to the team	Rational commitment to the team	Emotional commitment to the boss	Rational commitment to the boss	Emotional commitment to the organization	Rational commitment to the organization		
2	2	2	3	1	3	11	4	3	3	8	7	7		
4	2	1	5	2	4	1	1	2	2	0	1	3		
6	4	3	8	3	7	12	5	5	5	8	8	10		

Table 2. Summary of the questions identifying relationships with commitment and OCB traits

## RESULTS OBTAINED

The relationship between the level of organizational citizenship behaviour identified in the sample and the different types of rational and emotional commitment were analyzed. A more detailed analysis was also conducted to identify the existing relationships between each of the forms of commitment (to work, to the team, to the boss and to the organization).

The level of linear relationship between the parameters was analyzed. To do this a regression analysis was performed, taking the independent variable to be the level of organizational citizenship behaviours (self-perceived by each professional who filled in the survey form) and the dependent variable to be the self-reported commitment. The results of this analysis are shown in Figure 6.

Regression analysis			
	m	b	r <sup>2</sup>
Emotional commitment to work	1,01	0,02	0,74
Rational commitment to work	0,81	0,25	0,60
Emotional commitment to the team	1,11	-0,60	0,63
Rational commitment to the team	1,14	-1,16	0,56
Emotional commitment to the boss	1,21	-1,67	0,49
Rational commitment to the boss	1,25	-2,13	0,44
Emotional commitment to the organization	1,08	-0,69	0,69
Rational commitment to the organization	0,88	0,34	0,58
<b>Emotional commitment</b>	<b>1,10</b>	<b>-0,70</b>	<b>0,87</b>
<b>Rational commitment</b>	<b>0,98</b>	<b>-0,51</b>	<b>0,73</b>

Table 3.  
Summary of the regression analysis between commitment and OCB.  
Straight line regression:  $y = mx + b$ .  
Pearson factor:  $r$

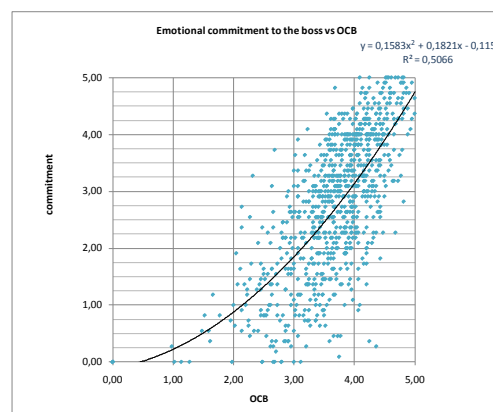
As can be seen, there is a noticeable correlation in many cases, and above all between the global scores for emotional and rational commitment and self-reported OCB traits.

The partial results also show that the level of correlation (measured as the square of Pearson's r factor) is always higher in the emotional and rational measurements.

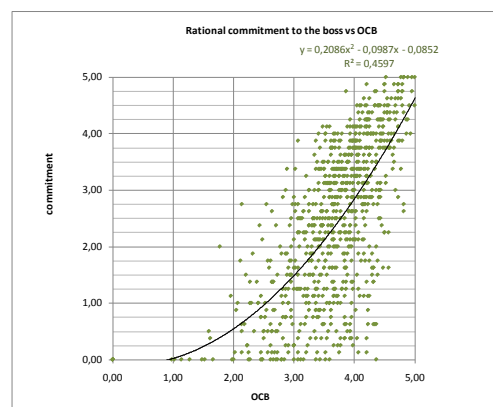
Another marked point of the results lies in the level of rational commitment to the organization and the work itself, with slopes (m) noticeably below 1. This situation is indicative of the fact that increases in OCB culture and commitments lead to smaller increases in the level of rational and transactional commitment.

Equally marked is the analysis of commitment to the boss compared to organizational citizenship behaviours. Although the level of commitment to the boss shown by those surveyed is the lowest of all the results, it can, however, be seen that by stimulating an organizational citizenship culture a greater commitment to the boss can be achieved. This presupposes a multilateral relationship among leadership styles, business culture and commitment to the boss. In this respect the commitment study undertaken by CLC in 2004 clearly points out that the boss, with their style of management is the prime driver of commitment to work, the team and the organization itself. In the case of commitment to the boss, curve fitting of a higher order were analyzed, thereby achieving a somewhat better level of fit, although the change is not significant. In Figures 4 and 5 this circumstance can be observed.

In both cases, the effect of the level of correlation, regardless of the model fit, is detected to be higher for emotional factors than for rational factors.

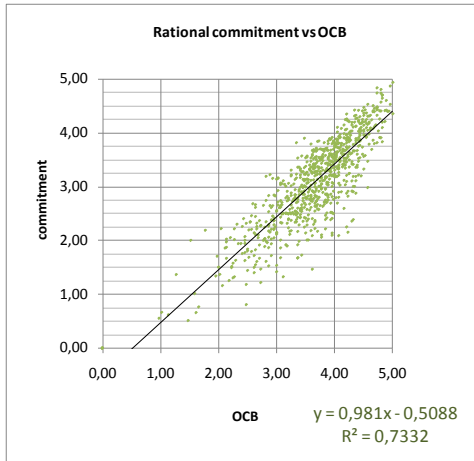


*Figure 4.*  
*Relationship between emotional commitment to the boss and OCB.*

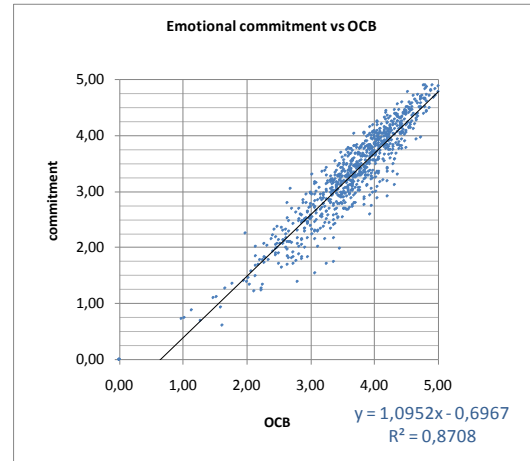


*Figure 5.*  
*Relationship between rational commitment to the boss and OCB.*

It can also be seen that the highest levels of linear correlation appear in the cases of aggregate scores for rational and emotional commitment. The following Figures 6 and 7 show a graphic representation of the responses to each questionnaire representing overall global commitment and overall rational commitment compared to OCB, respectively.



**Figure 6**



**Figure 7**

As may be seen from the analysis, the relationship between the overall commitment shown and the self-perceived organizational citizenship behaviours is very strong and is linear for the survey model used. It may also be seen that the level of fit according to the Pearson factor is even higher for emotional commitment.

## CONCLUSIONS

The survey results analysis confirms the work hypotheses and contributes information strengthening the measurement of the OCB variables in the climate survey. To be specific, it leads us to the following conclusions:

1. There is a high correlation between commitment indicators and factors that expose organizational citizenship behaviours. This correlation is very noticeable for rational commitment factors as well as for emotional commitment. This correlation is higher for the global commitment indicators than when the different perspectives on commitment are analyzed (to the work, to the team, to the boss and the organization).
2. The correlation between emotional commitment and organizational citizenship traits is 19% higher (difference of the  $r^2$ ) than that appearing between rational commitment and organizational citizenship traits. This circumstance, which is present in the global indicators, also appears in every aspect of commitment, as Figure 11 illustrates.

	$r^2$		
	emotional	rational	var
Commitment to work	0,74	0,60	23%
Commitment to the team	0,63	0,56	13%
Commitment to the boss	0,49	0,44	12%
Commitment to the organization	0,69	0,58	20%
Commitment	0,87	0,73	19%

**Table 4.**  
*Relationship between Pearson's  $r^2$  coefficients.*

3. The strengthening of employees' emotional commitment produced by organizational citizenship behaviour is greater than that produced by their rational commitment: the straight regression slope between OCB and emotional commitment is 12% higher than the straight line regression between OCB and rational commitment. However, this situation is not detected for commitment to the boss and the team, as figure 12 shows.



	m		
	emotional	rational	var
Commitment to work	1,01	0,81	25%
Commitment to the team	1,11	1,14	-2%
Commitment to the boss	1,21	1,25	-4%
Commitment to the organization	1,08	0,88	23%
Commitment	1,10	0,98	12%

*Figure 5.*  
*Relationship between the straight line regression slopes.*

Future lines of research are oriented towards continuing with the analysis of the value of CSR as a tool for managing and strengthening employees' commitment as well as organizational performance.

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